Note that the pages on this document are numbered incorrectly. It only contains nine pages.

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State of Illinois
ILLINOIS GREEN GOVERNMENTS COORDINATING COUNCIL

SUSTAINABILITY PLANNING GUIDE FOR ILLINOIS STATE AGENCIES

INTRODUCTION

Illinois state government is one of the largest service providers, landowners and employers in the state. It includes agencies and departments that are engaged in a variety of operations and activities that can have a significant impact on the quality of air, water, land and other natural resources. These activities include resource consumption; vehicle use; purchase of goods and services; and facility construction, operation and maintenance. State government also spends millions of dollars each year on electricity, heating fuels such as natural gas, vehicle fuels, waste disposal, and water and sewer bills. These expenditures represent a growing component of the operational costs for government.

In recognition of the state's environmental and resource consumption impacts, and its potential to be a role model for private and public institutions, the Illinois General Assembly enacted the Green Governments Illinois Act (Public Act 95-0657, effective October 10, 2007). The Act builds on past efforts to improve the environmental and resource efficiency of government operations, starting with the creation of the Green Governments Coordinating Council almost eight years ago on Earth Day.

Over the last several years, Illinois state government has made significant strides in saving resources and protecting the environment. These include:

- Increasing the purchase of environmentally preferable products, such as hybrid and flex-fuel vehicles, low-emission paints, energy efficient equipment and green cleaning supplies;
- Signing a contract to ensure that all of the electricity for state buildings in Springfield will come from renewable wind power;
- Conducting facility assessments to identify energy efficiency opportunities at state buildings;
- Improving the management of computers, cell phones and other pieces of electronic equipment at the end of their useful life;
- Developing a pilot program to remodel leased office space using green building practices;
- Instituting a videoconferencing system to reduce the need for employee travel to meetings.

However, we can do more. The goal of the Green Governments Illinois Act is to institutionalize "green thinking" into the daily operations of state government to improve the quality of life for the residents we serve. To this end, the Green Governments Coordinating Council has developed Go Green Planning Pro, an online application that helps state agencies systematically assess their environmental impacts, create sustainability plans and report implementation progress.

To supplement the Planning Pro, the Council prepared this Sustainability Planning Guide, which provides detailed instructions for completing the sustainability planning process and implementing the resulting plan. This guide draws from planning materials developed for sustainable government initiatives in Massachusetts, Washington, and Portland, Oregon.

While the Green Governments Illinois Act specifically applies to state agencies, the actions outlined in this guide are intended for all public institutions, including units of local government and educational institutions. Each agency may customize the planning process according to its own scope, abilities and resources.

> Sustainability: *Meeting the needs of the present generations without compromising the ability of future generations to meet their needs.*
> – *Our Common Future*, 1987, published by the World Commission on Environment and Development, also known as the "Brundtland Report"

It is important to note that there is no simple formula or approach to achieving sustainability. It is a long-term and ongoing process that, over time, should be incorporated into your agency's management and decision-making functions. Key components of a successful sustainability initiative include:

- Using a team approach;
- Getting staff involved early in the process;
- Allowing for brainstorming of ideas before implementation;
- Thinking broadly and long term;
- Focusing on activities that you can control;
- Starting with easier projects ("quick-wins") to build momentum;
- Keeping employees informed and providing an opportunity for feedback;
- Celebrating successes.

While the issues and opportunities for environmental improvement may seem overwhelming at first glance, many sustainable practices can be implemented with little or no additional cost, using existing staff and resources. Other strategies may have upfront costs, but will yield ongoing cost savings over the long term.

While you should pay particular attention to operations under your direct control, you should also collaborate with the facilities management and purchasing officials at the Department of Central Management Services (CMS), who are working to streamline administrative services for state government.

By incorporating waste reduction, water conservation, energy efficiency and other sustainable practices into your operations and programs, your agency can enhance environmental, economic and community health for current and future generations.

A. CREATE A SUSTAINABILITY COMMITTEE

The first step in developing a sustainability plan is to form a Sustainability (or "Green") Committee. The size of the committee will vary based on agency size, function and complexity. A minimum of six employees will probably be sufficient, although individual facilities within a single agency may want to establish their own committees.

Step 1. Establish the sustainability committee.

- Identify representatives within your agency, along with CMS staff, that have familiarity with major operations and services. Key personnel to serve on the committee include: operations/facilities, procurement, fiscal, and health and safety.
- Include other interested staff that communicate well and/or flourish in a team-oriented work environment.
- Appoint a high-level staff member, who has experience in leading a collaborative initiative, to head your sustainability committee.

Step 2. Authorize people to participate. The commitment of employees' time will vary depending upon the scope and complexity of the actions and projects planned, but generally, employees can expect to devote three to five hours per month as a productive worker on the committee.

Step 3. Publicize the committee's membership to build interest in your sustainability planning efforts.

B. ASSESS CURRENT ENVIRONMENTAL IMPACTS

The second step of the planning process is for the sustainability committee to assess the agency's current environmental impacts. Go Green Planning Pro includes a sustainability assessment section that requests baseline information on the agency's operations.

In preparation for the Planning Pro sustainability assessment, gather members of your sustainability committee to identify the key activities of your agency and the broad environmental impacts associated with these activities.

Step 1. Identify major activities at your agency that have a potential impact on the environment and resource use. These may include:

- Office operations,
- Purchasing of goods and services,
- Transportation,
- Facilities management,
- Construction and renovation.

Step 2. For agencies with more structured services (e.g., corrections and health care), consider including additional activities or operations. These may include:

- Housing,
- Power generation,
- Food preparation,
- Laundry operations,
- Road maintenance,
- Water treatment.

Step 3. Conduct a quick inventory of the potential environmental impacts associated with the major activities within your agency. For each activity, ask:

- What resources are consumed?
- What are the results or products?
- What wastes or emissions are generated?

Step 4. You are now prepared to perform the Planning Pro sustainability assessment. Log in with the agency-specific username and password provided by the Council; complete Step One: Agency Overview; and advance to Step Two: Sustainability Assessment, where you will see the Module Menu. From the menu, click any of the five areas of operation modules to view assessment questions and provide responses.

- Collaborate with members of your sustainability committee to gather the operational information necessary to complete the modules. Most likely, no single person within your agency will have all of the necessary information.
- Keep in mind that the sustainability assessment is an ongoing process. You may need to return to Planning Pro several times over the course of several days or weeks to update the information based on new research.
- Gather baseline data on resource consumption and waste generation by examining utility bills, purchasing records, disposal records/fees and other sources of information.
- Contact CMS, which is working to create a statewide database on utility costs and other operational expenses for state buildings.
- The sustainability assessment is an ongoing process. You may need to return to Planning Pro several times over the course of several days or weeks to update the information based on new research.

C. DETERMINE SUSTAINABILIY PRIORITIES

The third step of the planning process is to determine your agency's sustainability priorities based on the results of your completed assessment. This step will prepare the sustainability committee to complete Planning Pro Step Three: Sustainability Plan.

Step 1. Consider your assessment responses from each of the five areas of operation modules. Use the following chart or another approach to broadly associate your key operations and activities with the consequential environmental or resource use impacts.

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Sample Operations and Associated Impacts

Area of Operations	Activities	Utilities	Resource Use (fuel, water, materials)	Waste (Solid or hazardous)	Hazardous Chemical Use	Release to air, water or land	Health & Resource Use Impacts
Office Operations	Office Equipment	X		X			- electricity use - air emissions/ climate change - end-of-life disposal
	Printing		X	X			- paper use - disposal of waste paper
Transportation	Business Travel		X			X	- air emissions/ climate change
	Vehicle Mainte-nance			X			- potential worker exposure to hazardous materials
Facilities Management	Interior Cleaning			X	X		- indoor air quality - potential worker exposure to hazardous materials
	Lighting	X		X			- electricity use - end-of-life disposal - air emissions/ climate change
	Pesticide Use				X	X	- indoor air quality - stormwater run-off to stream or lake

Step 2. Review your agency's current sustainability practices. This will allow you to determine what sustainability actions are underway and what their impacts have been. It will also help you highlight achievements and challenges.

- Inventory current sustainability policies and practices.
- Discuss barriers you have encountered in implementing current activities and recommend ways to overcome them. The benefits and lessons learned from your past accomplishments can be used to help you prioritize opportunities for improvement.
- Identify environmental benefits and cost savings associated with current sustainability policies and practices.
- Use the chart below or another approach to identify what your agency has already been working on.

Related Activities – Current and Future

Area of Operations	Past/Current Actions	Benefits/Cost Savings
Office operations		
Purchasing of goods and services		
Facilities management		
Transportation		
Construction and renovation		
Other		
Other		

Step 3. Based on the significance of the impacts that you have identified and the sustainability practices in place today, determine key priorities on which to focus, taking into account:

- Scale of impact, e.g., minor vs. long-term consequences,
- Frequency of impact, e.g., occurring consistently vs. only once in a while,
- Level of control, e.g., how much control your department has over that activity
- Cost-savings, e.g., whether potential cost savings exist
- Connection to agency mission, e.g., whether the impacts are directly related to the core mission of the department

D. ESTABLISH SUSTAINABILITY GOALS

The next step of the planning process is to establish goals for environmental improvement. Once the sustainability committee identifies goals, enter the goal statements in Planning Pro Step Three: Sustainability Plan. These goals serve to structure your agency's sustainability plan, proving the highest level of your plan in the following outline.

Area of Operations: e.g., Purchasing of Goods and Services

Goal: _____

Objective: _____

Measure: _____

Strategy: _____

Strategy: _____

Strategy: _____

The goals should represent key directions for your agency to move over the near- or long-term. They should:

- Foster broad thinking,
- Stretch your agency beyond normal practices,
- Help focus effort and build consensus,
- Be flexible and adaptable.

State the goals in general terms and make sure that are meaningful to all employees. Use the following chart to help identify goals for your environmental priorities.

Sample Goals

Area of Operations	Goals
Purchasing of Goods and Services	- Increase green purchasing - Expand markets for environmentally preferable products
Office Operations	- Reduce generation and costs of solid waste, especially copy and printing paper - Reduce the quantity and degree of hazard of the waste we generate from our operations
Transportation	- Increase fleet efficiency and use of alternative fuels - Reduce vehicle miles traveled by fleet vehicles
Facilities Management	- All standard leases will promote sustainability practices - Reduce energy use and improve energy efficiency at all facilities - Reduce water consumption and increase water reuse
Construction and Renovation	- Shift to non-toxic, recycled and remanufactured materials in construction and renovation - All building renovation projects will incorporate green features
Employee Education and Communication	- Raise employee awareness of sustainability concepts - Encourage sustainability efforts in everyday workplace activities

E. ESTABLISH SUSTAINABILITY OBJECTIVES

For each established goal, members of the sustainability committee should work together to develop one or more objectives that define specific desired results. These objectives should be tied to the goals in Planning Pro Step Three: Sustainability Plan. Each objective should be expressed as a quantity achieved in a certain time frame.

- Identify what results you are trying to achieve and have specific dates to do what by when, where possible.
- Be realistic. Avoid the temptation to set too many objectives and to expect sweeping changes.
- For smaller agencies with less complex operations, the environmental objectives may be more similar to environmental goals. However, wherever possible, challenge the small agency to achieve quantifiable objectives, e.g., 100% of agency employees utilize paper recycling bins, 50% of purchased paper has post-consumer recycled content.
- Use the following chart to help establish environmental objectives for each goal.

Sample Sustainability Objectives

Goal	Objectives
Reduce energy use and improve energy efficiency at all facilities	- 50% of energy for building heating and cooling comes from renewable resources, such as wind, solar and biomass - Where available, all appliances and equipment meet Energy Star criteria for energy efficiency - All building systems are retro-commissioned to ensure optimum performance - Track energy use, establish baseline data and set targets by DATE - Reduce energy purchases by 5% by DATE - Work with building owner to convert to more efficient lighting
Reduce the quantity and degree of hazard of the waste we generate from our operations	- All of our paper products contain 100% recycled content - Reduce overall printing and writing paper consumption by 15% by DATE - Reduce paper consumption by increasing use of electronic forms and optimizing document storage system - Achieve recycling rate of 50% by DATE, based on DATE baseline levels - Develop additional management systems to monitor recycling efforts - All spent fluorescent bulbs and lamps are recycled

Reduce use of chemical pollutants	- All pest control activities use no or few pesticides through integrated pest management program - XX% of facility will use green cleaning supplies by DATE - Native trees, shrubs and wildflowers used for lawns and grounds - Fertilizers are used only when necessary and where possible use only natural, biologically derived, organic fertilizers
Increase fleet efficiency and use of alternative fuels	- Purchase hybrid vehicles as replacement cycle occurs and funding permits - All of our vehicles operate on electricity or bio-fuels by DATE
Increase green purchasing	- By DATE, 25% of all purchases will be environmentally preferable products - By DATE, all office paper meets minimum 30% post consumer recycled content - Increase staff knowledge about the availability, quality and price of recycled content products
Raise employee awareness of sustainability goals	- Increase employee awareness of sustainability practices through education - Contact department staff and actively engage 10% to help determine future sustainability goals

F. ESTABLISH MEASURES FOR ASSESSMENT

For each sustainability objective, committee members should establish measures for collecting data and measuring the success of environmental improvement activities. These measures for assessment should be tied to the objectives in Planning Pro Step Three: Sustainability Plan. The measures for assessment may include:

- Consumption of paper by quantity and paper type (virgin vs. recycled content),
- Miles driven on agency business,
- Fuel purchases, by gallons and type of fuel,
- Average fuel efficiency of vehicles in agency fleet,
- Electricity and natural gas consumption,
- Generation of waste and recycling,
- Water and sewer charges.

G. IDENTIFY STRATEGIES FOR ACHIEVING OBJECTIVES

Sustainability strategies are the action steps needed to achieve a desired sustainability objective in Planning Pro Step Three: Sustainability Plan. Compare current activities with goals, and develop a list of concrete actions that will help your agency work toward its vision of sustainability.

Step 1. To assist you in identifying opportunities for environmental improvement, consider the following resources:

- U.S. Environmental Protection Agency, *Greening EPA,* www.epa.gov/oaintrnt/index.htm
- Portland Office of Sustainable Development, *Green Office Guide* www.resourcesaver.org/file/toolmanager/O16F22121.pdf
- National Park Service, Pacific West Region, *Green Office Practices Guide* www.nps.gov/climatefriendlyparks/downloads/Green%20Office%20Guide%202003.pdf
- North Carolina Department of Environment and Natural Resources, Division of Pollution Prevention and Environmental Assistance, *Checklist for Office Sustainability* www.p2pays.org/ref%5C05/04040.pdf
- Business and Industry Resource Venture, *Paper Smart Office: Tips to Work By* www.resourceventure.org/green-your-business/waste-prevention-recycling/paper/the-paper-smart-office-tips-to-work-by

Step 2. Develop a list of strategies to help your agency move toward more sustainable operations. For ideas, review sustainability plans for state government operations in other states. These plans are available online at:

- Massachusetts Executive Office of Energy and Environmental Affairs, *Agency Sustainability Plans* www.mass.gov/envir/Sustainable/initiatives/ss_plans.htm
- Sustainable Washington, *State Agency Sustainability Plans* www.ofm.wa.gov/sustainability/submitted.htm
- Oregon State, *Agency Sustainability Updates* www.sustainableoregon.net/agency

Step 3. Prioritize the strategies that your agency will implement in the upcoming year.

- Focus initially on the most significant environmental impacts and examine concrete and achievable steps for addressing those impacts, and prioritize your sustainability actions accordingly.
- Use the following set of questions or another approach to help establish your priorities.

Questions for Prioritizing Strategies	Yes	No
Will the action/project result in environmental benefits?	☐	☐
Are the environmental benefits significant?	☐	☐
Will the action result in cost savings over the life of the action/product?	☐	☐
Are the cost savings significant?	☐	☐
Is the time frame and ease of implementation manageable given agency resources?	☐	☐
Does the agency have control over the action?	☐	☐
Could the action reduce compliance obligations (e.g., eliminate a hazardous waste)?	☐	☐
Will the action improve efficiency, deliver better service or serve more clients?	☐	☐
Can the benefits and lessons of the project be used in other agencies or be a catalyst for other positive actions?	☐	☐
Does the agency have the ability to measure the performance of the action?	☐	☐
Is the issue of significant concern to employees, or those who use your agency services?	☐	☐
Does the action have educational value or provide high visibility?	☐	☐

Step 4. Finalize the list of priorities. Give the highest priority to strategies that have a "yes" answer to many or all of the questions.

H. IMPLEMENT YOUR SUSTAINABILITY PLAN

Now that you have completed the assessment and plan development, the next step is to implement your sustainability plan. Many elements of a traditional work plan (e.g. goals, objectives, strategies) are already included in your sustainability plan.

Step 1. Create a work plan that assigns responsibilities for each strategy.

- Assign staff that will be responsible for implementing each strategy.
- Assign a date for completing each strategy.